METSIMAHOLO LOCAL MUNICIPALITY

REVIEW OF THE IDP 2010-2011

Foreword

This Integrated Development Plan (IDP) for Metsimaholo Local Municipality is the result of dedicated strategic planning processes both by the leadership, the administration and the community.

The next phase for compiling a Five year Integrated Development Plan (IDP) for Metsimaholo Local Municipality will be in 2011. This is therefore the final review of the current IDP. The inputs of the people of Metsimaholo is highly valued and provide important information to direct the development of the area. Through a ward-based public participation process a needs assessment was conducted. Service delivery challenges identified by communities will be prioritized.

The development targets set by National and Provincial government guided the prioritization of development intervention. The IDP is therefore aligned with provincial sector plans for the area.

Metsimaholo also developed and included a short term turn around strategy (TAS). Service delivery targets set for December 2010 is a result of extensive strategic planning sessions . In addition, the Service Delivery Budget Implementation plan (SDBIP) links the development plans with financial resources and also provides measures to track the performance of the municipality. Measures to monitor service delivery and realisation of strategic objectives are provided.

Metsimaholo acknowledges the municipal's realities, service delivery backlogs within capacity and resource constraints. While's being aware of the challenges, Metsimaholo is also enthusiastic about the growth potential of the area. The spatial development framework identifies potential new development initiatives The Local Economic Development (LED) strategy focus on creating an environment conducive to growth and development of the area and the people. Metsimaholo will embark on initiatives for capacity building and job creation. To ensure that racial, economic and socially integrated settlements are established, housing projects will be aligned with the new housing strategy of government.

Metsimaholo Local Municipality strives to be a leading Municipality in delivering effective, affordable and sustainable services to it's communities. It can only be achieved by dedicated leadership and committed municipal officials. The performance contracts of officials will assist the Municipality to deliver on it's promises.

The Integrated Development plan identified three important clusters namely:

- Economic and Infrastructure development
- Social protection and community development
- Governance and administration

Strategic objectives are set for the following key performance areas:

- Basic Service Delivery and infrastructure development
- Local Economic development
- Community development and social cohesion
- Municipal transformation and institutional development
- Financial viability and financial management
- Good governance and community participation

The comprehensive, consolidated project plan is proof of the commitment of Metsimaholo to listen to the people of the area, to apply it's resources to promote better service delivery and therefore to deliver on it's promise to govern in a transparent and an accountable manner.

The Municipal Manager

Mr. Xolelwa Msweli

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List of Acronyms

ABET	Adult Basic Education and Training
AIDS	Acquired Immune Deficiency Syndrome
ASGISA	Accelerated strategy for growth initiative in South Africa
BBBEE	Broad Based Black Economic Empowerment
CBOs	Community Based Organisations
CDF	Community development Fund
CGE	Commission on Gender Equality
CMIP	Consolidated Municipal Infrastructure Programme
DACE	Department of Agriculture, Conservation and Environment
DBSA	Development Bank of Southern Africa
DPSA	Department of Public Service and Administration
DMP	Disaster Management Pan
DWAF	Department of Water Affairs and Forestry
EPWP	Expanded Public Works Programme
ECD	Early Childhood Development
EMS	Emergency Medical Service
ESKOM	South Africa's national electricity provider
FBO	Faith based organisation
FDI	Foreign Direct Investment
FET	Further Education and Training
FSB	Financial Services Board
FSPGDS	Free State Provincial Growth and development strategy
GDP	Gross Domestic Product
GEAR	Growth, Employment and Redistribution
GET	General Education and Training
GRAP	Generally recognized accounting practice
GGP	Gross Geographic Product
GIS	Geographic Information System
HBC	Home Based Care
HDI	Human Development Index
HE	Higher Education
HET	Higher Education and Training
HIV	Human Immune Deficiency Virus
HoD	Head of Department
HRD	Human Resource Development
ICT	Information Communication Technology
IDC	Interdepartmental Committee
IDP	Integrated Development Plan
IDZ	Industrial development Zone
IEC	Independent Electoral Commission

ILO	International Labour Organisation
IM	Information Management
InfoLit	Information Literacy
IS	Information Systems
IRDP	Urban and Rural Development as specified through the Integrated Rural Development Programme
IT	Information Technology
KPIs	Key Performance Indicators
KRAs	Key Result Areas
LED	Local Economic Development
LRAD	Land Redistribution and Development
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act
MIIF	Municipal Infrastructure Investment Framework
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NAMPO	National Agricultural Mealie Producing Organisation
NEDLAC	National Development and Local Council
NEMA	National Environmental Management Act
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organisation
NSDP	National Spatial Development Perspective
NQF	National Qualifications Framework
OBE	Outcome Based Education
PGDS	Provincial Growth and Development Strategy
PFMA	Public Finance Management Act, (Act No. 1 of 1999)
PHC	Primary Health Care
PIMMS	Planning, Implementation and Monitoring System
PMS	Performance Measurement System
PMU	Project Management Unit
PPP	Private Public Partnership
PRUDS	Provincial Rural and Urban Development Strategy
PSC	Public Service Commission
RDP	Reconstruction and Development Programme
SALGA	South African Local Government Association
SAMDI	South African Management Development Institute
SAPS	South African Police Service
SAQA	South African Qualification Authority
SDF	Spatial Development Framework
SDI	Spatial Development Initiative
SDBIP	Service Delivery Budget Implementation Plan
SETAs	Sector Education and Training Authorities
SITA	State Information Technology Agency

SMME	Small, Medium and Micro Enterprise
STD	Sexually Transmitted Disease
TAS	Turn around Strategy
UN	United Nations
UNCED	United National Conference on the Environment and Development
UNDP	United Nations Development Programme
URS	Urban Renewal Initiative
USA	United States of America
VIP	Ventilated Improved Pit Latrines
VPD	Vehicles per day
WAN	Wide Area Network
WB	World Bank
WCED	World Commission on Environment and Development
WEHAB	Water, Energy, Health, Agriculture and Biodiversity
WHO	World Health Organisation
WSDP	Water Services Development Plan
WSSD	World Summit on Sustainable Development

PART 1

THE INTEGRATED DEVELOPMENT PLAN:
BACKGROUND AND LEGISLATIVE FRAMEWORK

1.1. BACKGROUND AND INTRODUCTION

1.1.1. Background and purpose of this document

The Free State Provincial Growth and Development Strategy (FSPGDS) outlines the development vision and, in line with Vision 2014. Considering this objective, all districts should align their development plans in accordance with this objective including setting goals for attaining an economic growth rate of 6% per annum.

This document contains the reviewed Integrated Development Plan for Metsimaholo divided into five parts namely a

- Background and Legislative framework
- A regional analysis,
- Development Strategies (including a strategic plan),
- Operational Strategies (including a budget and an organisational analysis)
- Project Plan (including project budgets)

Against the above background, the purpose of this document is:

- to clarify the legislative framework, roles and responsibilities and IDP process plan
- to provide a profile of the Metsimaholo;
- to analyse the basic demographic and environmental conditions in which the economy of the Metsimaholo finds itself
- to apply the principles of the National Spatial Development Perspective (NSDP) and Millennium development goals on the Fezile Dabi District;
- to identify coordinated objectives and strategies for 2006-2007 with local municipalities (including projects) and
- to identify challenges on the Metsimaholo organisational structure and budget.

1.1.2. Background of Metsimaholo

The area of jurisdiction of the Metsimaholo Local Municipality is situated in the northern part of Fezile Dabi District in the Northern Free State. The former Sasolburg, Deneysville and Oranjeville Transitional Local Councils and a section of the Vaal Dam Transitional Rural Council are included in the Metsimaholo Region. The total estimated residents in the urban areas, according to Council preferred data, is 151 342, although the official figure of 2001 released by Statistics South Africa is 115 971. However the estimated population in 2010 (see page 40) is 134255. In addition to that according to Gaffney the figure is 152 863. Be it as it may, the largest urban unit is Sasolburg followed by Deneysville and Oranjeville. A number of small villages in the vicinity of Sasolburg also form part of the Metsimaholo Region. The majority of the rural population is active within the agricultural sector.

Sasolburg is the heart of coalmining in the Free State. This modern and predominantly industrial town is further located in close proximity (20 km) to the nationally well-known industrial areas of Vereeniging/Vanderbijlpark. The Greater Sasolburg is 340 km from Bloemfontein and 80 km from Johannesburg. Apart from the internationally known SASOL "oil from coal refinery", a vast number of by products including olefins, waxes, alcohols, tar products, inorganic chemicals, rubber, gases, plastics, fertilisers, etc are manufactured in the area. Regarding the population distribution in the former Sasolburg District (including the Sasolburg and Deneysville town areas), 88.1% of the population resides in the urban areas and 11.9% in the rural areas. The area is thus primarily urbanised, which does not relate to the general tendency in the Free State (66% urban & 34% rural). This tendency is directly related to the strong

industrial and manufacturing character of the region. It subsequently explains the continuous urban growth experienced in Zamdela.

The Greater Deneysville town area is situated in the north-eastern section of the Metsimaholo region, approximately 36 km east of Sasolburg and 350 km north-east of Bloemfontein. Other larger centres such as Vereeniging and Vanderbijlpark are all within 50 km from Deneysville. There are non-worth mentioning industrial activities present in the community. Industrial activities are exclusively related to the boating industry. The town's close proximity to the coal mining and industrial activities in Sasolburg and its nearby location to the large industrial complexes of Vereeniging and Vanderbijlpark, definitely and perhaps negatively, influence economic activities in Deneysville. The strong recreational character of the town further enhances this phenomenon. The largest number of the inhabitants of Refengkgotso, is employed in Sasolburg and the adjacent industrial complexes of Vereeniging and Vanderbijlpark. Refengkgotso can thus be labeled as a typically satellite residential town to the surrounding industrial areas. These factors contribute to the relatively low level of economic activity in the area.

The Oranjeville / Metsimaholo area is located within the former District of Heilbron. Oranjeville is situated on the riparian of the Vaal Dam in close proximity to the northern boundary of the Free State Province. The area is accessible by road and within 55km from Sasolburg, Vereeniging, Frankfort, Heilbron and Villiers. Although the prominent economic sector of the area is agriculture, it is subsequently strategically situated from a recreation and tourism point of view. This is in view of the fact that the town is bound on three sides by the Vaal Dam and closely situated to the Gauteng metropolitan area. It is also linked to several other towns in the vicinity. Regarding the population distribution in the Heilbron District (which include the Oranjeville town area), 62,74% of the population resides in the urban areas and 37,26 % in the rural areas. The area is thus less urbanised than the average in the Free State (66% urban & 34% rural).

The Vaal River and Vaal Dam form the northern boundary of the area, which also serve as the boundary between the Free State and Gauteng Province. A significant portion of the Metsimaholo region is included in the Vaal River Complex Guide Plan (1982). The Vaal River Complex Guide Plan is a statutory land use control document, which is applicable to amongst other land located along important water resources such as the Vaal Dam, Vaal River and Barrage. All Guide Plans compiled in terms of the Physical Planning Act (Act 88 of 1967) were declared Regional or Urban Structure Plans in terms of Section 37 of the Physical Planning Act (Act 125 of 1991). The Vaal Dam often referred to as the Highveld's Inland Sea, is the most prominent topographical feature in the region. This vast expanse of water covers some 300 square kilometers. It serves as Gauteng's principal source of potable water and is a popular water sports and water related adventure venue.

Area wise the Fezile Dabi District is the second smallest District Municipality in the Free State covering 16.4% of the provincial area. Population wise the District with 17% of the Free State's population is the second smallest in population ranking in the province. In terms of the economy the District has almost the highest contribution to the Free State's GDP, of 32.2%.

The area of jurisdiction of Fezile Dabi covers three other local municipalities, namely, Moqhaka, Ngwathe, and Mafube

Metsimaholo covers 8.1% of the area of the District, has 25.2% of the population and produces 68.1% of the GDP in the District. The main economic contribution in this municipality comes from the manufacturing sector and it is closely related to the performance of Sasol. Only in Metsimaholo of the four municipalities is the private sector contribution the dominating economic segment.

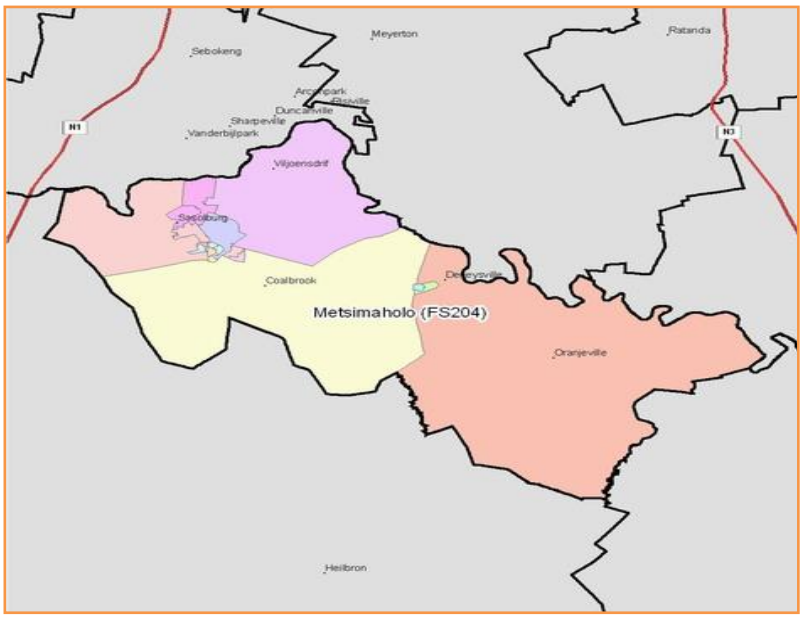


Figure 1.1.2 Area of jurisdiction of Metsimaholo Municipality, Source: National Demarcation Board 2005

Based on the latest officially released statistics for Metsimaholo, the geographical spread is as follows:

Municipalities	Population, 2001		GDP contribution (%), 2004	Area	
	Numbers	%		Ha	%
Metsimaholo	115972	25.2	68.1	173 190	8.1

Table 1.1.1. Geographical information on Metsimaholo. Source: Statistics South Africa, 1996 and 2001; Global Insight, 2004

1.2. THE INTEGRATED DEVELOPMENT PLAN – LEGISLATIVE FRAMEWORK

1.2.1. The IDP Legislative Framework

The South African Government's Growth, Employment and Redistribution (GEAR) Strategy calls for he implementation of a plan of action to transform the country into a development-orientated society. Legislation that guides the integrated development planning process clearly underpins the aim of public participation, identifies forms of participation, rules and regulations in establishing structures for participation and provides pointers on integrated development planning. All relevant binding national and provincial legislation, policies, programmes should be acknowledged. All relevant legislation considered in developing this document, including the impact on the IDP is summarized below.

LEGISLATION	GUIDELINES
The Constitution of the Republic of South Africa (Act 109 of 1996 Chapter 7 Section 152)	Aims of local government
Municipal Systems Act no 32 of 2000 (Section 4.2)	Process and strategy of integrated development planning
The Municipal Structures Act Sections 73 and 74	Rules and regulations for establishing ward committees
Development Facilitation Act (Act 67 0f 1995)	General principles of land development
Water Services Act (Act 108 of 1997) and the National water Act (Act 36 of 1998)	Process of preparing a comprehensive water services development plan
National Land Transport Transition Bill (Notice 2078 of 1999). Section 18(1)	Transport planning duties and powers of municipalities
Environment Conservation Act (Act 73 of 1989): Section 21(1) & National Environmental Management Act (Act 107 of 1998)	Sustainable and environmental sensitive development
White Paper on Integrated Pollution and Waste Management for South Africa, May 2000	Process of land reform and waste management
White Paper on Disaster Management	Guidelines for compiling a disaster management plan (DMP)
Municipal Finance Management Act 2003	
Municipal Planning and Performance Management Regulations 2001	
National land Transport Transition Act 2000	
White Paper on Local Government 1998	
White Paper on Spatial Planning and Land Use Management	

POLICIES	
National Spatial Development Perspective (NSDP)	
Free State Growth and development Strategy (FS GDP)	

GUIDING PLANS AND PLANNING PROCESSES	
The Council's	Development Priorities and Objectives
The Council's	Spatial Development frameworks
The Council's	Disaster Management Plan
The Council's	Integrated Environment management Plan
The Council's	Water Services Development Plan
The Council's	Housing Plan
The Council's	Local Economic Development strategy
The Council's	HIV/AIDS Strategy

Table 1.2.1. The IDP Legislative Framework

1.2.2. Sector plans

Sector plans compiled from IDP sector-specific projects, components of multi-sector IDP projects and from other non-IDP related sector activities, form the basis for planning and budgeting. According to the Municipal Systems Act the operational strategy includes all sector plans included in the IDP as illustrated and listed below.

A summary of available Sector Plans

SECTOR PLANS AVAILABILITY
The spatial development Framework – in draft format
The Integrated Transport Plan – not
The Integrated Water Services Plan – not
The Housing Sector Plan – Housing and Property Management IDP projects to 2013
The Rural development Plan – not
Local Economic Development Strategy – in draft format
The Agricultural Plan – not
The Disaster Management Plan – not
The Municipal Health Management Plan – not
The youth Development Plan – not
The HIV/Aids plan – not
Poverty Reduction Programme p not

Table 1.2.2. Sector plans

Project Proposals

Project proposals serve as planning documents for implementation or feasibility studies, to ensure that IDP projects:

- are in line with strategic guidelines, objectives and resource frames,
- reflect people's priority needs,
- are planned in a cost-effective manner and
- can be implemented in a well co-ordinated manner.

5-Year Financial Plan

This is a mid-term financial framework for planning and managing Municipal revenue and expenditure and includes capital and recurrent expenditure as well as a summary statement of the financial management arrangements including:

- an inventory and short description of financial management resources including Financial Supervisory Authority,
- Implementation Authority and other resources such as the treasurer and internal auditor and
- base financial management guidelines and procedures including inter alia rates and tariff policies, credit control and
- debt collection policy,

A summary statement of the financial strategy including:

- basic financial guidelines and procedures,

- capital and operational financing strategies,
- revenue raising strategies,
- asset management strategies and
- cost - effectiveness strategies,

A tabular revenue and expenditure forecast for 5 years including:
- a statement of the financial position of the Council and
- a tabular summary of the 3-year Medium Term Expenditure Framework (MTEF).

5-Year Capital Investment Programme

This programme includes public investments from all funding sources. It helps to co-ordinate public investments from different sources in terms of location and time and provides some orientation for (potential) funding agencies. The 5-year Capital Investment Programme contains a tabular overview of capital investment projects including:
- total investment costs,
- potential sources of funding,
- responsible agency for implementation,
- phased annual capital expenditure (if applicable: cost-based milestones) and
- annual Municipal operation/maintenance costs resulting from the investment.

5-Year Action Programme

The 5-year action programme provides a phased overview of projects and annual output targets as a basis for monitoring of progress and for formulation of annual business plans. It is therefore to:
- ensure a close link between integrated development planning and Municipal management by providing an overview of the major activities in the Municipality which result from the IDP and
- establish a basis for monitoring of progress.

1.2.3. Roles and Responsibilities of Municipal Officials

The roles and responsibilities of municipal structures and officials in the municipal IDP process are summarised below.

ROLE PLAYER	ROLE
Municipal Council	As the ultimate political decision-making body of the municipality, the Municipal Council has to: ▪ Consider and adopt a Process Plan; ▪ Consider, approve and adopt a reviewed ID ▪ adjust the IDP in accordance with the MEC for Local Government's proposal, ▪ ensure that the annual business plans, budget and land use management decisions are linked to and based on the IDP ▪ ensure horizontal alignment of the IDPs of the Local Municipalities in the area of the District Municipality, ▪ ensure vertical alignment between district and local planning, ▪ facilitate vertical alignment with other spheres of government and sector departments and to ▪ prepare joint strategy workshops with the Local Municipalities and provincial and national role players.
Councilors	Ward Committees are instituted in accordance with the Municipal Structures Act as democratic representative bodies and legal framework to represent the views, needs and aspirations of the demarcated ward, as determined by the Municipal Demarcation Board. Each ward is represented by ward councilors and the Ward Committee system will be a critical element of the IDP participation process. Ward councilors are the major link between the Municipal Government and the residents. As such, their role will therefore be to: ▪ link the planning process to their constituencies and / or wards, ▪ be responsible for organising public consultation and participation and to ▪ ensure the annual business plans and Municipal budget are linked to and based on the IDP

ROLE PLAYER	ROLE
IDP Representative forum	The IDP Representative Forum is the structure, which institutionalises and guarantees representative participation in the IDP Process. The role of the IDP Representative Forum includes to: ▪ represent the interests of their constituents in the IDP Process, ▪ provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders including the Municipal Council, ▪ ensure communication between all the stakeholder representatives including the Municipal Council and ▪ monitor the performance of the planning and implementation process. ▪ The preparation, facilitation and documentation of meetings and workshops of the IDP Representative Forum will be done by external support. The code of conduct for the IDP Representative Forum will regulate meeting schedule (frequency and attendance), agenda, facilitation and documentation of meetings, understanding by members of their role as representatives of their constituencies / regionally based organisations, ▪ feed back to constituents / regionally based organisations, required majority for approval and resolution of disputes.
IDP Steering committee	As the officials in charge of implementing IDPs, the technical and sectional officers have to be fully involved in the planning process. The role of the IDP Steering Committee includes to: ▪ co-ordinate and integrate the IDP Process, ▪ ensure that key deliverables are completed within the time frames, ▪ provide guidance and support to the process, ▪ co-ordinate departmental responsibilities within the local government, ▪ oversee the implementation of key aspects of the IDP formulation process including the participation, communication and empowerment strategy ▪ refer IDP disputes for mediation and arbitration to the Council, ▪ provide terms of reference for the various planning activities, ▪ commission research studies, ▪ consider and comment on inputs from sub-committee/s and study teams, provincial sector departments and support providers ▪ process, summarise and document outputs, ▪ make content recommendations, ▪ prepare, facilitate and document meetings, ▪ consult and establish sub-committees for specific activities and outputs which should include additional persons outside the Steering Committee.
Manager IDP	The Office of Municipal Manager, through the assistance of the IDP Manager, has to manage and co-ordinate the IDP process. The responsibilities of the IDP Manager include to: ▪ be part of the Process Plan Committee to prepare the Process Plan, ▪ undertake the overall management and co-ordination of the planning process, ▪ ensure that all relevant actors are appropriately involved, ▪ nominate persons in charge of different roles, ▪ be responsible for the day-to-day management of the drafting process, ▪ ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements, ▪ respond to comments on the draft IDP from the public, horizontal alignment and other spheres of government to the satisfaction of the Municipal Council, ▪ ensure proper documentation of the results of the planning of the IDP document and ▪ adjust the IDP in accordance with the MEC for Local Government's proposals
Heads of Departments and other Officials	As the persons in charge for implementing the IDP of the Municipality, the officials will be fully involved in the planning process to: ▪ provide relevant technical, sector and financial information for analysis to determine priority issues, ▪ contribute technical expertise in the consideration and finalisation of strategies and identification of projects, ▪ provide departmental operational and capital budgetary information, ▪ be responsible for the preparation of project proposals, the integration of projects and sector programmes and ▪ be responsible for preparing amendments to the draft IDP for submission to the Municipal Council for alignment
External Support	▪ Methodological guidance / facilitation of planning workshops / documentation / special studies ▪ Planning professionals may take over the role of a "secretary" of the IDP Committee / Task Team ▪ special studies or other product related contributions, ▪ support to organised and unorganised groups and communities to more effectively engage in and contribute to the planning process and ▪ ensure the IDP is aligned with provincial and national department's budget.

Table 1.2.3. Roles and Responsibilities of Municipal Officials

1.2.4. Public Participation and the IDP Process

One of the main features about the Integrated Development Planning Process is the involvement of community and other stakeholders in the process. Participation of residents ensures that the IDP addresses the real issues that are experienced by the communities of the Municipalities.

(a) Public Participation ensures that:

- participatory democracy targets stakeholders for information and negotiations and give the
- opportunity to provide input on the decisions taken by the Council
- municipalities adhere to Legislation in creating appropriate conditions for public participation
- organisations and stakeholder groups that play a role on a regional level are involved
- organisations that promote regional interest and sector development form part of the
- Representative Forum.
- the elected Council is the ultimate decision-making forum on IDP's.

(b) Structured participation system ensures:

- comprehensive public participation in the IDP processes from the Local Stakeholders
- that regionally based political parties form part of the Representative Forum. Other political parties,
- not based on regional level, have the opportunity for input during the local IDP processes.
- that Local Municipalities are *ex officio* part of the District Municipality and do not separately engage in the process, but within the present District Municipal structure.

(c) Diversity is acknowledged

Different cultures, gender, language and education levels are represented through the participation of the public, thus providing sufficient room for diversity within the Municipal area, although some processes will not be open to the broad public but to the identified and registered stakeholders.

The framework for Public Participation is basically informed by structures developed for the Integrated Development Planning process. The structure can be illustrated as follows:

(d) Framework, structures and process for Public Participation

The following figure explains the general principles followed regarding public participation. In broad, regionally based organisations are represented in the Representative Forum. The latter might be a large grouping of people. A smaller vehicle, the IDP Steering Committee is constituted with the following role players:

- District and Local Municipal Representatives:
- IDP Framework & Process Plan Committee
- Community Representatives:
- Elected members of the Representative Forum
- External Support

The process guides activities of the Steering Committee and Representative Forum. In principle all Proposals made by the Steering Committee will be discussed with the Representative Forum. The latter will convey information to the respective regionally based organisations and structures, ensuring comprehensive participation within the IDP Process.

General principles are followed regarding public participation. Regionally based organizations and Stakeholders inform the development of a Public Participation Plan through their inputs in the IDP. A Public Participation Steering Committee is constituted with the following role players:

- District and Local Municipal Representatives.

- Community Representatives where possible.
- External Support.

With the inputs of a committee consisting of representatives of local councils, officials of the LDM and external support an integrated development plan, which is aligned with national and provincial development strategies is drawn up to be finally approved by Council.

(e) Public participation and the IDP process

The IDP structure ensures effective participation, that no stakeholder group is excluded; that the plan and programmes are informed by regionally based organisations and structures and based on detailed research and study. Feedback mechanisms are applied in order to ensure feedback to regionally based organisations and structures.

1.2.4.1. The public participation planning process and methodology

The process followed for public participation duly explains the activities. In principle the Representative Group discuss all inputs in the IDP. Information is conveyed to the respective regionally based organisations and structures, ensuring comprehensive participation within the Public Participation planning process.

The public participation process aimed at the total planning process.

STEP 1	Situation analysis, Stakeholder identification
STEP 2	Establishing a shared vision and objectives
STEP 3	Identify existing structured mechanisms
STEP 4	Identify key categories identified for public participation in the IDP such as potential projects
STEP 5	Investigate specific public participation techniques
STEP 6	Work out a plan for implementation and implement the programme and/or project
STEP 7	Monitor and evaluate

Table 1.2.4.(a) Seven Steps in The Public Participation Process

Registration Session

All proposals by the regionally based organisations and structures will be conveyed to the Steering Committee via the Representative Forum. All regionally based community organisations and non-governmental organisations and stakeholders will be classified as "Regionally Based Organisations" (RBOs). In order to commence with the IDP Process and implement the Process Plan, a general notice will be submitted to all RBOs listed below in order to give notice of the IDP Process. All RBOs will be invited to a **Registration Session**. The general notice is published in Afrikaans and English in the circulating papers and by means of personal invitations to all the RBO's.

The concerned RBO's in Metsimaholo include the groups identified on the following page.

STAKEHOLDERS IN GENERAL	
GROUP	**MEMBERS**
Political parties	African National Congress (ANC)
	Pan Africanist Congress of Azania (PAC)
	United Democratic Movement (UDM)
	Azanian People's Organisation (AZAPO)
	Democratic Party (DP)
	Freedom Front
	South African Communist Party (SACP)
	INKATHA Freedom Party
	AEB
Labour Unions	National Council of Trade Unions (NACTU)
	Congress of South Africa Trade Unions (COSATU)
	Municipal Education, State Health and Allied Worker's Union (MESHAWU)
	Agricultural Union
	South African Chemical Worker's Union
	Chemical Workers Industrial Union
Organisations	South African National Civic Organisation
	Social Welfare Organisation
	Church Organisation
	SA Students Organisation
	Youth organisations
	Employers organisations
Associations	Sasolburg Taxis
	Zamdela Taxi Association
	Lekoa Taxi Association
	Tourism Association
	House of Traditional Healers
	Farmers Association
	Self-help Association for the Disabled
	Small Farmers Association
	River Property Owners Association
	Wild Life Association
	Northern Free State Taxi Association
	Industrial Ratepayers Association
	"Oranje Vroue Vereeninging"
Regional Development	Free State Development Housing Division
	Free State Development Corporation (FDC)
	National Health and Publication Development
	National African Chamber of Commerce (NAFCOC)
	Community Project Funding (CPF) Dept of Agriculture
	Suid-Afrikaanse Besigheidskamer (SABEK)
	SAVE
	Local Commando
	Free State Environmental Initiative – Public Affairs
	Sasolburg Correctional Services
Local government Officials	Councillors, including ward councillors
	Ward committee members
	Municipal officials
	Other government officials
	Churches, schools, clinics
	Residents, especially those most affected by the issue
	South African Police Services
	Early childhood Development committee

URBAN AREAS	
DENEYSVILLE	Deneysville Snr Citizens
	Deneysville Business and Tourism Forum
	Deneysville Care group
SASOLBURG	Polifin
	Sasol Chemical Industries: Chem City
	SBCC
	Water Energy Management
	Safripol
	ZAPAC
	OMNIA
	SIGMA
	Sasol Vaal collery
	Karbochem
	NATREF
	Division Administration
	Kohala Transport
	Flavious Mareka Technical Colllege
	Schumann Sasol
RURAL AREAS	ESKOM Properties
	Coalbrook Farmers Union
	Farmers Unions / Agricultural Unions (Sasolburg, Oranjeville and Deneysville)
	Farm Workers Unions (Sasolburg, Oranjeville and Deneysville)
	Wolwehoek Farmers Association
	Womens Agricultural Unions (Sasolburg, Oranjeville and Deneysville)
	"Oranje Vroue Vereniging"
	Vrystaat Landbou
	Vaal Power
	Vaal Dam Rural Community
	Sasolburg, Oranjeville & Deneysville Local commandos
	Senwes Co-operation
	Farm School Councils
	Farm Church Councils / Organisations

Table 1.2.4.(b) Stakeholders identified in Metsimaholo

The aim of the registration session is to explain the IDP Process to the concerned representatives. During this session, stakeholders are introduced to:

- the Integrated Development Planning Process and future course thereof,
- the points of departure of the IDP Process,
- the general principles of the DFA and other binding legislation that should guide the IDP Process,
- the Public Participation Plan with focus on the Representative Forum,
- representatives will be requested to submit and identify specific development needs,
- discussions on organisational requirements and sector plans, including specific programmes such as ASGISA, EPWP

IDP Representative Forum

The IDP Representative Forum will be requested to nominate 33 members to be co-opted in the **IDP Steering Committee.**

Since all Community Based Organisations (CBOs) have been invited to the Registration Session, constituting the **IDP Representative Forum** will come to pass during the Registration Session. The forum will finally be constituted from present delegates comprising of one community representative per sector regarding business, agriculture, industry, faith based organisations, trade unions / labour, sport / culture and disabled (7 representatives). The Representative Forum will subsequently comprise of 3 community representatives per town (9 representatives) and one ward councilor per ward (17 councilors). The above elected community representatives will also include women and youth representation.

Regional Workshop:

In order to ensure involvement of the Government Organisations and Service Providers, a regional workshop will be scheduled for the District. More detail of the workshop is provided in the District Framework. The session would simultaneously reduce current pressures on these institutions to attend numerous sessions of the IDP Process of the Local Municipalities. During the workshop the following will be dealt with:

- the Integrated Development Planning Process and future course thereof,
- the Public Participation Plan with focus on the involvement of Government Organisations and Service Providers,
- representatives will be requested to submit and identify specific development needs,
- discussions on organisational requirements,
- discussions on HIV/AIDS,
- discussion on WSDPs and
- discussion on Integrated Waste Management.

IDP Steering Committee:

The **Steering Committee** will compose of:

- the Process Plan Committee and
- the 9 elected members of the IDP Representative Forum.

The Steering Committee will communicate all decisions to the Representative Forum in order to be conveyed to the members of their respective organisations. In return the Representative Forum will convey inputs to the Steering Committee.

INTERNAL MEMBERS	
Executive mayor	Mr. Brutus Mahlaku
Speaker	Cllr Matena
Municipal Manager	Mr. X W Msweli
Director: Social Services	Mrs. M Mokgopodi
Director: Technical and Infrastructural Services	Mr. R Thekiso
Director: Economic Development and Planning	Mrs. T Hlapolosa (Acting)
Director: Organisational Development and Corporate Services	Mr. S Mtakate
Chief Financial Officer	Mrs. M Mokoena
Manager: Human Resources	Mr. E Sediane (Acting)
Assistant Manager: Properties	Mr. G Steenkamp
Town planner	Mrs. D Thanyaane

Table 1.2.4. © IDP Steering committee – Metsimaholo

OTHER STAKEHOLDERS	
IDP Coordinator - LGH	Mrs. Sekhonyane (Resigned)
DLGH	Me T Modibedi
Department of Agriculture	Mr. Kesi
Fezile Dabi District Municipality	Municipal Manager (Acting)
PMU Manager - Fezile Dabi	
Department of Labour	Mr. Lesenyeho
Department of Health	Ms V Malatse
Department of Education	Mr. Motumi
Department of Social development	Ms T Jongolo
Department of Public Works, Roads, Transport	Mr. Thamae
Directorate: Agriculture Land Resource Management	Mr. J Zeelie
SA Police Services	Station Commissioner

Table 1.2.4. (d) Stakeholders

1.2.5. The Process

Representatives of all municipalities participate in the formulation of the District Framework Plan that informs the Process Plan of the various municipalities. Municipalities inform the District Municipality on all key dates on workshops where attendance of the District Municipality is required.

Phase 1: Analysis

Current Realities (institutional and sector realities) including detail study and research are analysed. Challenges identified during the assessment of the current realities will be weighed according to their urgency and importance. Consequently, the *Priority Issues* of all sectors and institutional programmes will be analysed and agreed upon.

Phase 2: Strategies

A Vision statement for the ideal situation in Metsimaholo Municipality over the long term is formulated. *Development Objectives* for each key priority area are set. The development objectives indicate what the Municipality would like to achieve in the medium term.

Thereafter *Development Strategies* are identified for each development objective. The strategies provide the answers on how the Municipality will reach each of their objectives. Should it be necessary, the development priorities will also be revised during this session. Subsequent to the third session of the Steering Committee, general support will be obtained and consensus regarding the priority issues, vision, development objectives and strategies reached via the first feedback session to the IDP Representative forum.

Phase 3: Projects

Session four of the Steering Committee will include the identification of *Project Proposals,* directly liked to key priority issues, objectives and strategies. At the same time preliminary budget allocations per project will be done to ensure a transparent and rational distribution of available resources between priority projects and the routine expenditure of the Council.

Session five of the Steering Committee will include the screening, adjusting and agreeing on project proposals after which the *Draft Project Proposals* will be finalised. Subsequent to the fourth session of the Steering Committee, general support will again be obtained and consensus regarding the draft project proposals reached via the second feedback session to the IDP Representative Forum.

Phase 4: Integration

Following the adoption of the draft project proposals, the individual project proposals will be harmonised and integrated in terms of contents, location and timing in order to arrive at consolidated and integrated programmes and plans as required during the sixth and final session of the IDP Steering Committee. Since institutional and sector issues will be addressed throughout the process, the documented programmes and plans will only be finalised and adopted during this session.

Phase 5: IDP Summit & Approval

To give notice of the Draft IDP an advertisement will be published to provide opportunity for comment by the broad public. The Draft IDP will also be circulated to the Governmental Organisations and service providers for comment. A district level IDP summit will be held with the District Municipality and all other Local Municipalities in the District Municipal area of jurisdiction that will ensure inter-Municipal co-ordination of the relevant IDP's. Once all comments received have been evaluated and amendments made accordingly, the IDP will be adopted by the Council. The approved IDP will then be submitted to the MEC for Local Government and Housing together with the approved Process Plan for monitoring purposes. A Summary document will be prepared consisting of the IDP summary documents of Metsimaholo. Also see the following illustration.

Conflict Resolution

If an agreement cannot be reached within the IDP Steering Committee regarding certain planning issues, conflict will have to be resolved by means of a decision within the formal Council. The Council decision regarding the outcome will be conveyed to the Steering Committee for implementation.

In severe conflict situations, irrespective of the structure (Council, Steering Committee or Representative Forum) special mediation measures will have to be implemented, utilising an external person or body as a mediator. The proper legitimisation of the public participation process by professional facilitators, as explained in the above Public Participation Plan, is envisaged to reduce conflict.

Monitoring

The Provincial Government (Spatial Planning Directorate) will monitor compliance with the Process Plan.

1.2.6. The internal IDP process at Metsimaholo

IDP PHASE	IDP PROGRAMME	PROPOSED ACTIVITIES	Metsimaholo	*BUDGET PROCESS*
Analysis	• Table the framework and process plan to council	• Presentation and discussion of the IDP Framework and Process Plan • Adoption of proposals from IDP hearings and IDP guidelines from DPLG • Assessments of achievements of the last five years • Sector plans, Integrated, programme identification & review	7 1	• *Tabling the planning and budget schedule before council*
Strategies	• Alignment of objectives & strategies • Consultation & workshops	• Discuss the achievements & • priority issues with sector depts. & stakeholders • Consolidate issues	2	• *Budget proposals*
Projects	• Submission of project lists from public participation process	• Formulation of IDP projects • Alignments of projects with sector strategic plans, FSGDS, NSDP etc • Workshops with sector departments on IDP projects & Workshop the Rep Forum	2	• *Finalization of budget proposal*
Integration	• Integration of programmes • Finalization of project proposals and integrated programmes by the end of March	• Preparation and finalization of draft IDP • steering committee and other stakeholders. • Consolidation of draft district IDP	1	• *Capital budget started* • *Finalization of capital budget* • *Interim budget submitted*
Approval	• First draft IDP	• Presentation of draft IDP to Rep Forum • Advertise and present draft IDP to council for comments for adoption • Submit copies of approved IDP to MEC for Local Government • & sector Departments	3	• *First budget meeting* • *Project list considered*
	• MM publish IDP and other related Docs. For comments			• *Budget published & submitted to national & provincial treasury*
	• Draft budget tabled to council			• *Draft budget submitted to NT and PT*
	• MM publishes the IDP and related comments • Conduct public hearing on IDPs • Inputs from sector departments • Consultation with rep Forum			• *Public hearing conducted*
	• Inputs & comments considered • IDP documents amended and Mayor tables budget 2007/08 IDP for adoption			• *Budget amended accordingly* • *Mayor table 2007/08 budget not later than 31st May 2007*
	• *IDP sent to province within prescribed time after adoption by council* • *MM place a notice of the adoption of the IDP*		*1*	• *Approved budget submitted to NT and PT*

Table 1.2.6. The Internal IDP process at Metsimaholo

1.2.7. Development Targets

The IDP of Metsimaholo need to be aligned with other development goals, which include international, national, provincial and district development targets. Some of these are recorded.

1.2.7.1. International targets

Millennium Goals

The eight millennium goals range from halving extreme poverty to halting the spread of HIV/AIDS and providing universal primary education. All targets are set on 2015. The IDP intends to find ways to contribute on a local level to these goals.
The eight goals are:

Goal 1	Eradication of extreme poverty and hunger
Goal 2	Achieve universal primary education
Goal 3	Promote gender equality and empower women
Goal 4	Reduce child mortality
Goal 5	Improve maternal health
Goal 6	Combat HIV/AIDS, malaria and other diseases
Goal 7	Ensure environmental sustainability
Goal 8	Develop a global partnership for development

Continental Goals (NEPAD) mainly reflects accelerated growth as follows:
- to promote accelerated growth and sustainable development
- to eradicate widespread and severe poverty and
- to halt the marginalisation of Africa in the globalisation process

1.2.7.2. National Targets

National development goals are:
- To reduce poverty by half
- To reduce unemployment by half
- To improve skills
- To reach at least the national growth rate of 6%

ASGISA and JIPSA
Infrastructure and skills development targets supported by National Government

National Development Perspective

The NCPGDS vertically aligned with the growth and development strategies of the national government as well as the National Spatial Development Perspective (NSDF) and the National Medium Term Strategies is taken into account.

The guidelines for compiling a PGDS require that a detailed assessment is done of the space-economies of provinces.[i] In the process, the guidelines of the NSDP should be used. In principle, it requires the identification of areas of economic potential and areas of need. The identification of such *nodi* is also in line with the approach followed for the development of the Northern Cape Provincial Spatial Development Framework.

NSDP Goals:

- Sustainable economic development
- Demonstrated potential supported by existing by existing development data

- Research and development
- Production – differentiated goods
- Manufacturing
- Public service and administration
- Retail and services
- Tourism

The development potential categories listed in the NSDP are not value-free categories: these are development potential categories acknowledging:

- That economic activity in the modern context is not isolated and immune from external influences, but takes place in a broader national, sub-regional, and even global context; and that the capacity to innovate and adapt is an indispensable ingredient of sustainable economic activities in the modern context.

National and Provincial Key Priority Areas

Apart from the seven National Key development priority issues, the key priority areas identified in the Local Strategic Agenda, Northern Cape Growth and Development Strategy as well as National Spatial development Perspective bears relevance.

The Northern Cape Provincial Growth and Development Plan (NCGDS) and the Local Government Strategic Agenda together with other governmental programmes and policies inform this IDP. An economy, which meets the basic needs of people in an equitable manner, started with the Reconstruction and Development Programme (RDP) in 1994. In 1996 Growth, Employment and Redistribution (GEAR) was formulated. The PGDS vertically aligned with the growth and development strategies of the national government as well as the National Spatial Development Perspective (NSDF) and the National Medium Term Strategies is taken into account.

The alignment procedure is a mechanism used by the Municipality to synthesise and integrate the top-down and bottom-up planning process between different spheres of government. Alignment with Provincial Departments is achieved through provincial documentation and visits.

National Service Delivery Targets

In planning for service delivery, developing objectives and strategies for 2009/10 and beyond, the municipality aligned its service delivery targets with the following national service delivery targets as set out by the National Government in the following manner:

Deliverable	National Target	Metsimaholo Local Municipality Target
Access to potable water	2008	Metered connection to stands in terms of backlog by June 2008 and rapid provision of water to newly developed areas as and when develop.
Access to Sanitation	2010	Maximum utilization of MIG and District Municipality Funding for the projects to reach target by end of financial year in 2010, and where shortfall of funds is experienced, plan to augment with own generated funds.
Infrastructure for FIFA World Cup	2010	None – The municipality is not identified as one of the hosts
Universal access to Electricity	2012	Eradication of electrification backlog by June 2011 and provision of electricity to newly developed areas and continuous maintenance and up-keeping on the existing electricity infrastructure
Roads and Storm water channels	2013	The current survey indicated that there is an estimated backlog of 500km in roads in the inhabitable, high density populated area in the municipality. The municipality plan to use two types of road surfacing. i.e. tar or paving with adjacent storm water channels in all backlog areas by June 2013

Solid Waste Disposal	2013	The municipality planned to acquire specific land to be used as landfills for Sasolburg and Deneysville areas respectively by 2010. Moreover, appropriate equipment and vehicles will also be acquired in order to deal with the issues of solid waste disposal. The current landfills in both these areas are nearly used to maximum capacity. To cater fully for Gortin and Amelia areas as well by 2013.
Sports and Recreation facilities	2013	The municipality planned to erect Multi Purpose Sports Centres in the following areas by 2013: Oranjeville / Deneysville, Refengkgotso and Amelia. Furthermore, there will be an upgrading of: Abrahamsrust sports facilities, Penny Heyns Swimming Pool, Zamdela Swimming pool, Zamdela Stadium and other recreational facilities.
Public Facilities	2013	The municipality plan to provide for sufficient public facilities such as Halls and continuous upgrading and maintenance of the existing facilities.
Upgrading of Informal Settlement	2014	The municipality planned to acquire land: Portion 3 of Mooiplats, for formal settlement purpose and complete survey on the already available land in Refenkgotso by 2007/08 financial year, and provide for future settlement needs.

Table 1.2.7. (a) Institutionalized National Service Delivery Targets: Source: Free State Province: Local Government Circular 1 of 2007

Government policy priorities (2009/10 MTREF)

National government's 2009/2010 budget was framed by the following five objectives that guide government's policy response to the global economic crisis over the medium term:

1. **Protect the poor:** Government will continue to expand programmes that alleviate poverty and strengthen the social safety net.
2. **Build capacity for long-term growth:** Investment in infrastructure will be accelerated. This includes ensuring that public utilities can finance their capital investments and that the development finance institutions play a greater role in lending for infrastructure investments, sharing risk with the private sector.
3. **Sustain employment growth:** Government will increase public investment spending, expand labour intensive employment programmes, and work with business and organised labour to protect work opportunities and accelerate skills development.
4. **Maintain sustainable debt level:** While public debt is set to rise, this expansion must be kept in check so as to reduce the space to finance development in the longer term.
5. **Address sectoral barriers to growth and investment:** Micro economic and regulatory reforms are needed to ensure that a more competitive, labour absorbing economy emerges from the current global crisis.

1.2.7.3. National Spatial Development Perspective

The FS PGDS vertically aligned with the growth and development strategies of the national government as well as the National Spatial Development Perspective (NSDF) and the National Medium Term Strategies is taken into account.

The guidelines for compiling a PGDS require that a detailed assessment is done of the space-economies of provinces.[ii] In the process, the guidelines of the NSDP should be used. In principle, it requires the identification of areas of economic potential and areas of need. The identification of such *nodi* is also in line with the approach followed for the development of the Free State Provincial Spatial Development Framework.

Guidelines from the NSDP

The constitutional obligation on government to provide basic services to all South Africans wherever they may be located has been a driving force over the first twelve years of the new dispensation. On a national basis, government introduced the NSDP aimed at aligning government investment and spending in all spheres of government around specific spatial choices.[iii] The NSDP requires that national government departments, provincial governments, and local authorities should use categories of development potential to identify the comparative advantage of localities in terms of infrastructure and development investment and spending, and to report annually on how their expenditure relates to the NSDP.[iv]

This approach is aimed at focusing the bulk of fixed investment by government on those areas with the potential for sustainable economic development.[v] Areas of limited potential development should concentrate (beyond the level of basic services) on social investment such as skills development and labour market intelligence to enable people in such areas to gravitate towards areas of greater potential.[vi] The provision of social services in these areas is also important. The NSDP is therefore not a master plan, but a key planning instrument to guide not only national government departments, but also provincial and local governments in the spatial prioritisation of their planning. It is an integrating instrument of strategic significance and it is very important to note that the NSDP suggests that compliance with the criteria for development potential would ignore areas of average or moderate potential and pinpoint spatially described areas with real and significant potentials.[vii] The NSDP framework suggests that without targeted investment aimed at harnessing the strengths of the spatial economy, the desired high growth rate required to reduce poverty in South Africa will not be reached.

It is further important to focus on the idea of "potential". Potential in the context of the NSDP does not refer to an unrealised potential still waiting to be discovered, explored, or exploited. It refers foremost to a demonstrated potential, backed up by existing developmental data.[viii] In Table 8.1, the six categories of development potential listed in the NSDP are introduced. In this table, these categories are analysed to determine the rationale for considering them important, as well as which indicators could possibly be utilised to measure such potential.

Category (as in NSDP)		**Description as in NSDP**	***What to measure?***	***Available relevant indicators***
1	Innovation & experimentation	Research and Development (R & D) and application of technology to production processes	Existing capacities in R & D.	• Graduates with degrees in physical science, mathematics, and engineering as % of the population • % of population with an honours or higher degree
2	Production: high-value, differentiated goods	All production focusing on local and global niche markets (agricultural, manufacturing, or natural resource based)	GVA in sub-sectors such a fuels and synthetics, electronics, as well as employment capacities in these fields	• GVA: fuel, rubber, and plastics • GVA: electronics • Value of exports of electronics • Employment in concerns manufacturing fuel, rubber, and plastics • Employment in electronics concerns • Value of exports: fuel, rubber, and plastics
3	Production: labour-intensive mass-produced goods	Highly dependant on proximity to good and cheap transport links and a large unskilled and semi-skilled labour pool	Importance of mass-produced goods in terms of GDP as well as labour absorption	• GVA Mining; • GVA Agriculture (1996 – 2004); • GVA Manufacturing (excluding fuel, rubber, plastics, and electronics) • Employment in mining • Employment in agriculture • Employment in manufacturing (excluding fuel, rubber, plastics, and electronics)
4	Public services and administration	Business and public management required to organise processes of production, consumption, and circulation. Also services of health, welfare, and education	Efficient managerial and administrative capacity of local authorities	• Municipal debt (over 30 days) as a ratio of number of households • % of population as senior officials and managers, professionals, technicians, and associated professionals • % of people employed in public admin and defence
			Efficient management of schools	• University exemption rate for Grade Twelve (indication of successful education delivery)
			Efficiency in health care	• % of people employed in health and social work
5	Retail & services	Retail, catering, and personal services; large employer of semi-skilled workers. Locational requirements: presence of enterprises and people willing and able to pay for goods and services	Retail blossoms where money is generated in the productive and service sectors and where there is a concentration of higher-income households	• GVA retail and finance • Employment in retail and finance • Overall household income in the locality
6	Tourism	Eco-scenery, cultural heritage, entertainment, good transport routes and services, high-quality restaurants and accommodation		• Number of establishments in entertainments and tourism sector • Number of people employed in hotels and restaurants • GVA contribution of tourism

Table 1.2.7.(b) Categories of potential .Source: NSDP, 2003[ix]

The development potential categories listed in the NSDP are not value-free categories: these are development potential categories acknowledging:

- that economic activity in the modern context is not isolated and immune from external influences, but takes place in a broader national, sub-regional, and even global context; and
- that the capacity to innovate and adapt is an indispensable ingredient of sustainable economic activities in the modern context.

The available NSDP maps have showed that the Free State province has limited development potential in the national context. This is evident from the fact that its economic contribution to the national economy is, percentage-wise, substantially smaller than the percentage of the Free State population in respect of the national population. In addition, the per capita GDP of the Free State province is substantially lower than those of the three provinces that really drive the South African economy: Gauteng, the Western Cape, and KwaZulu-Natal. Over the past fifty years, the Free State provincial contribution to the National Domestic Product has declined constantly, when expressed as a percentage of the national economy. In most cases, therefore, development potential in the Free State context lags behind the national average. In the few

exceptional cases in which localities in the Free State province are on par with or even out-performing the national norm, attention will be drawn to such exceptions. However, drawing the map in more detail for the Free State is important because it shows the development potential comparative to the Free State.

1.2.7.4. Free State Provincial Growth and Development Strategy

The Free State Provincial Growth and Development Plan (FSPGDS) and other governmental programmes and policies inform this IDP. An economy, which meets the basic needs of people in an equitable manner, started with the Reconstruction and Development Programme (RDP) in 1994. In 1996 Growth, Employment and Redistribution (GEAR) was formulated.

Because Service delivery is continuously shifting from the provincial government to the local government, local and district municipalities are challenged to coordinate their plans with the provincial and national government. The broad objectives and priorities of the PGDS should be translated in the local development plans. For this reason the alignment of the IDP and the FS PSDS is highlighted.

The e FSPGDS indicated four key priority areas, namely:

- Economic development, employment and investment
- Social protection and community development.
- Governance and administration

The priority areas in the IDP clustered according to the following Table.

ECONOMIC AND INVESTMENT	**SOCIAL PROTECTION AND COMMUNITY DEVELOPMENT**	
Economic development	Health and HIV/AIDS	Criminal justice
Job creation	Education	Security
Infrastructure investment	Social Development	Road traffic
	Capacity Building	
GOVERNANCE AND ADMINISTRATION		
Coordination		
Revenue		
Capacity Building		
Intergovernmental relations		
Monitoring and evaluation		

Table 1.2.7.© Key Priority Development areas

The alignment procedure is a mechanism used by the District Municipality and the Local Municipalities to synthesise and integrate the top-down and bottom-up planning process between different spheres of government. Alignment with Provincial Departments is achieved through provincial documentation and visits.

1.2.8. Local Government Targets

Local Government Strategic Agenda

The five key priority areas identified for the local government strategic agenda are as follows:

KPA'S OF THE LOCAL GOVERNMENT STRATEGIC AGENDA				
KPA1	**KPA 2**	**KPA 3**	**KPA 4**	**KPA 5**
Municipal transformation and Institutional (Capacity) Development	Improve Basic Service Delivery and Infrastructure Investment	Local Economic Development	Financial Viability and Financial Management	Good Governance, Community Participation and Ward Committee Systems

Local Government Turnaround Strategy (LGTAS)

Targeting an ideal Municipality: An **ideal municipality**[1] will strive to contribute to building the Developmental State in South Africa and draw from the constitutional and legal framework established. An ideal municipality would:

- Provide democratic and accountable government for local communities
- Be responsive to the needs of the local community
- Ensure the provision of services to communities in a sustainable manner
- Promote social and economic development
- Promote a safe and healthy environment
- Encourage the involvement of communities and community organisations in the matters of local government
- Facilitate a culture of public service and accountability amongst its staff
- Assign clear responsibilities for the management and co-ordination of these administrative
- units and mechanisms.

The outcomes will be:

- The provision of household infrastructure and services
- The creation of liveable, integrated and inclusive cities, towns and rural areas
- Local economic development
- Community empowerment and distribution

Minimum standards for basic services, vision 2014[2]

Sector	**Minimum standard 2014 target**
Water	All households to have access to at least clean piped water 200m from household
Sanitation	All households to have access to at least ventilated pit latrine on site
Electricity	All households to be connected to national grid
Refuse Removal	All households to have access to at least weekly refuse removal services
Housing	All existing informal settlements to be formalised with land-use plans for economic and social facilities and with provision of permanent basic services
Other (education, health, roads, transport, sports and recreation, street trading, parks, community halls, etc.	Standards for access for all other social, government and economic services must be clearly defined, planned, and where possible implemented by each sector working together with municipalities in the development and implementation of IDPs.

[1] Local Government Turnaround strategy November 2009: 5
[2] Local Government Turnaround strategy November 2009: 6

The LGTAS strategic objectives

Five strategic objectives are identified that will guide the LGTAS interventions and support framework. These are aimed at ***restoring the confidence of the majority of our people*** in the municipality, as the primary expression of the developmental state at a local level.

These are:

1) Ensure that municipalities meet the basic service needs of communities
2) Build a clean, effective, efficient, responsive and accountable local government
3) Improve performance and professionalism in municipalities
4) Improve national and provincial policy, oversight and support
5) Strengthen ***partnerships*** between local government, communities and civil society[3]

Municipal task in creating a turnaround strategy

Metsimaholo Municipality will reflect on their own performance and identify their own tailor-made turnaround strategies focused on achieving the following[4]:

i. Stable Councils with visionary and accountable leadership
ii. Municipalities will receive guidelines on structuring their Turn-Around Strategies;
iii. The five thematic areas will provide a guide to key focus areas for intervention.
iv. Undertake appropriate set of powers and functions and identify and establish relevant agency arrangements with national and provincial government within current policy framework
v. Professional administration that supports the political vision contained in the electoral mandate
vi. Properly constituted corporate services, technical services and financial management functions, including recruitment and skills retention policies – 'right people in the right job'
vii. Provision of basic services and ensuring every cent spent is well considered and accounted for – 'value for money'
viii. Through the municipal Spatial Development Frameworks, each municipality is aware of and is able to guide the land use activity on every square meter and kilometer in its area of jurisdiction
ix. Optimised revenue collection and improved billing, customer care, indigent and credit control policies – 'balance the books'
x. Work towards sustaining clean audit outcomes by 2014. Those that can achieve the target earlier must do so
xi. Improved public participation and communication including effective complaint management and feedback systems.

The post 2011 priorities - Vision 2014[5]:

i. A single election for national, provincial and local government (benefits: single manifesto, one financial year, single public service, common 5 yr medium term planning, aligned human resource and budgeting frameworks)
ii. All citizens must have access to affordable basic services
iii. Eradication of all informal settlements

[3] Local Government Turnaround strategy November 2009: 19
[4] Local Government Turnaround strategy November 2009: 20-21
[5] Local Government Turnaround strategy November 2009: 23-24

iv. Clean cities, through the management of waste in such a way that it creates employment and wealth
v. Infrastructure backlogs should be reduced significantly
vi. All schools, clinics and hospitals and other public facilities have access to water, sanitation and electricity
vii. Each of the wards has at least one sporting facility
viii. Each municipality has the necessary ICT infrastructure and connectivity
ix. All provinces and municipalities should have clean audits
x. Violent service delivery protests are eliminated
xi. Municipal debt is reduced by half
xii. Empowered and capacitated organs of people's power (Street, Block / Section, Village & Ward Committees)
xiii. Trained and competent Councillors, Traditional leaders, Officials, Ward Committee members, CDWs and Community activists

1.2.9. The Alignment framework and process

1.2.9.1. Aspects of alignment

The alignment process lobbies for localized development processes and initiatives to be linked:

- with the different local sector departments (within the municipality)
- among municipalities within a district for the district municipality
- from local and district municipalities to national and provincial sector departments
- from local and district municipalities to parastatals/private national/provincial service providers (Telkom, Eskom etc.)

Intention for Alignment

The IDP review process attempts to create a platform where municipal development plans are negotiated and synthesised into infrastructural development requirements and initiatives from different national and provincial sector departments and parastatals.

Focus of Alignment

The focus of alignment in the IDP review process is on local government development initiatives.

Scope and Application of alignment

Alignment requirements are national, as they originate from national sector departments and are adjusted accordingly at provincial level to suit provinces in respect of their demographic and socio-economic situations. The application of such requirements at local levels provides broad guidelines where local procedures and processes are developed and adhered to.

Phase by Phase Alignment

One of the strong points of the IDP is that it takes into consideration other processes of development from other spheres of government, as there are different phases within the IDP, it is important that an alignment process takes place for the different phases as they unfold. This therefore means that before or at the end of every phase of the planning process, alignment to sector department requirements will have to be checked.

Keeping Abreast with Change

It is clear that some sector departments have not yet finalised their development requirements, which pressurises the municipalities to probe for new developments from national and provincial sector departments.

Relevance and Municipal Priorities

Relevance between priority issues of the municipality and requirements of sector departments is inadmissible.

1.2.10. Provincial Government and Local Municipalities

The Inter- governmental alignment process is outlined below.

Phase	Alignment Activity	District Municipality	Local Municipalities	Government & Services	Date
1. Initial Preparation (Process Plan)	Briefing session District Municipality and Local Municipalities regarding Framework	X	X		
	Alignment of Process Plans with District Framework	X	X		
2. Analysis	Regional Workshop on Needs Assessment	X	X	X	
3. Priority issues	Alignment of Priority Issues /Determine District Priorities	X	X		
4. Strategies	Alignment of Objectives and Strategies	X	X		
5. Projects	Technical inputs to project proposals and planning	X	X		
6. Integration	Consolidation and integration of sectoral and specialised programmes and plans	X	X	X	
7. Approval	Submission of Draft IDP & Budget	X	X		
	Comments on draft IDP & Budget	X		X	
8. Approval	Final adoption of IDP & Budget by Council	X	X		
9. Summary	Compilation of district level summary of local IDP's	X		X	
10. IDP v/s Budget	Compilation of budget – implementation plans for 2007-2012	X		X	

Table 1.2.10. Governmental IDP alignment process

1.2.11. Provincial and Self Assessment of the IDP Planning Process

The IDP steering committee assessed the IDP planning process and briefly shares some information, challenges and comments through the next Table.

	ACTION FOR THE IDP PROCESS	TARGET DATE	Forum – where/How	Comments
1	**Phase 1: Planning and preparation**			
1.1	Formulation and agreement of Process Plan	Feb 2010	Consultant	Done
1.2	Agreement on information requirements and public participation sessions	Feb 2010	IDP representative	Done
2	**Phase 2: Current reality assessment**			
2.1	Collection of data and update of current realities – Process plan and Regional analysis	Feb 2010	Consultant	The challenge is to use official statistics and combine with municipal preferred information
2.2	Discuss the information and plans	Feb 2010	Steering committee meeting 1	Done
2.3	Sharing, discuss and requesting of the information and plans	Feb 2010	Representative Forum 1	Done
2.3	Request inputs from members	29 Feb 2010	HOD and sector heads	Done
2.4	Feedback to Consultants	D-date: 31 Feb 2010	IDP representative	Done
3	**Phase 3: Public participation**			
3.1	Creating a ward-based plan	23 Jan 2010	IDP representative Ward Councillors	Completed:
3.2	Conducting needs assessment sessions with ward committees	D-Date: 8 Feb 2010	IDP representative	Completed:
3.3	Feedback to Consultants	20 Feb 2010	IDP representative	Completed:
4	**Phase 4: Update Strategic priorities, strategies and projects**			
4.1	Review of priorities and strategies - Desktop	22 Feb 2010	Consultant	Done
4.2	Meeting 1	4 March 2010	Consultant	Done
4.3	Meeting 2	18 March 2010	Consultant	Done
4.4	Meeting 3	24 March 2010	Consultant	Done
4.5	Meeting 4	26 March 2010	Consultant	Done
4.6	Finalising renewed strategic plan	26 March 2010	Steering committee meeting 2	Done
4.7	Sharing strategic plan – Inviting support, inputs	23 March 2010	Representative Forum 2	Done
4.8	Update of projects and budget alignment	24 March 2010	Heads of Departments, Consultants	Done
4.9	Finalising Project plan and budget plan	25 March 2010		Done
5	**Phase 5: Approval**			
5.1	Table draft document for discussion by Steering committee	26 March 2010	Steering committee meeting 3	Target date: 31 March 2010
5.2	Feedback to Ward Committees for comments	March 2010	IDP representative	
6	Alignment session with District Municipality and relevant Sector Departments		Consultant	Done
7	Final adoption of draft IDP by council	30 March 2010		
	Submission of approved revised IDP to Provincial Government	31 March 2010		

Table 1.2.11. Self assessment of the IDP Planning process

[i] The Presidency, 2005: Provincial Growth and Development Strategy Guidelines, Policy Coordination and Advisory Services, Republic of South Africa, Tshwane.`
[ii] The Presidency, 2005: Provincial Growth and Development Strategy Guidelines, Policy Coordination and Advisory Services, Republic of South Africa, Tshwane.`
[iii] The Presidency, 2003: National Spatial Development Perspective, Tshwane.
[iv] The Presidency, 2003: National Spatial Development Perspective, Tshwane.
[v] The Presidency, 2003: National Spatial Development Perspective, Tshwane.
[vi] The Presidency, 2003: National Spatial Development Perspective, Tshwane.
[vii] The Presidency, 2003: National Spatial Development Perspective, Tshwane.
[viii] The Presidency, 2003: National Spatial Development Perspective, Tshwane.
[ix] The Presidency, 2003: National Spatial Development Perspective, Tshwane.